

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

SUBJECT: Review, discuss, and possibly approve the District General Manager Goals for Fiscal Year 2022-2023 **and** set a date for the District General Manager's Performance Evaluation

DATE: August 24, 2022

I. RECOMMENDATION

The Director of Human Resources recommends that the Board of Trustees review, discuss and possibly approve the District General Manager's proposed goals for Fiscal Year 2022-2023 and set a date for the District General Manager's Performance Evaluation. It is recommended that the goals set are specific, measureable, achievable, relevant and time-bound.

II. BACKGROUND

On June 8, 2022, the Board of Trustees conducted District General Manager Winquest's annual performance evaluation. Following this evaluation, District General Manager Winquest has proposed the following performance goals for Fiscal Year 2022/2023:

1. Internal Controls

- Continued work on updating and strengthening District Internal Controls across all venues and operations.

2. Contract and Project Management

- Continue to leverage consultant recommendations as well as upcoming expanded scope of the Audit to include review of contract management.

3. Utility Fund Stability/Effective Management of the Effluent Pipeline and Pond Lining Project

- Work with Finance Team and the Board of Trustees to Develop the Funding plan for the Effluent Pipeline and Pond Lining Projects.
- Additionally, working with State and Federal Lobbyist as well as the League of Cities to continue to pursue grant funding from USACE, Washoe County, State of Nevada, Federal Government.

4. Policy review and revision including pricing

- Continue to work with Consultants on policy review and revision.

- Continue to work with Internal Staff to update internal policies and procedures.

5. Implement and evaluate revisions to Ordinance 7

- Implement Revisions approved by the Board of Trustees.
- Evaluate and monitor effectiveness and report back to the Board of Trustees after season to discuss and determine if further revisions are needed.

6. Effectively Manage the donor funded Recreation Center Expansion Project

7. Effectively manage the 2021-23 District Strategic Plan.

8. Work with Human Resources and Venue Managers to develop a robust Professional Growth and Succession plan for long term retention and sustainability

9. Continued focus on the Board Priority Projects and alignment with recommendations in the various venue and community master plans.

10. Develop and work with Community Dog Park Committee

11. Effectively manage the FY 2022-23 District Wide Budget

District General Manager Winqest's employment contract, as approved by the Board of Trustees on June 8, 2022, includes the following provisions regarding his evaluation:

3.3 In accordance with Section 7 below, the Board of Trustees shall conduct annual evaluations of General Manager's performance and the Board of Trustees shall consider the results of these performance evaluations when deciding whether to provide additional compensation. However, all salary increases and/or performance incentives shall be provided in the sole discretion of the Board of Trustees.

7.1 Annually, or at such other time as desired by the Board of Trustees, the Board of Trustees and General Manager shall meet to evaluate the performance of General Manager on a date mutually determined by both parties.

7.2 The Board of Trustees may, in its sole discretion, use any professional assistance in establishing standards, including but not limited to an agreed-upon facilitator.

GM Proposed Goals - FY 2022-23

Board Chairman Tim Callicrate: Agrees with Indra's goals for FY 2022-2023

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GM Proposed Goals - FY 2022-23

1. Internal Controls

- Continued work on updating and strengthening District Internal Controls across all venues and operations.

Commented [MT1]: This is an areas where we can say we will test at our controls at certain venues once a year or certain accounts - I am mainly thinking cash here and A/R as well as A/P

2. Contract and Project Management

- Continue to leverage consultant recommendations as well as upcoming expanded scope of the Audit to include review of contract management.

Commented [MT2R1]: Not as an additional part of the goal but to create something a little more clear measurable situation

Commented [MT3]: We could add into this goal the quarterly update on CIP

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6/20/2022

Goal Setting Fiscal Year 2022-2023

Goals need to be specific, measurable, attainable, realistic and time bound.

Administration Goals – Board Packets, Meeting Minutes, and Long Range Calendar:

1. Produce Board packets/agendas are complete and accurate.
 - a. Agendas are complete and accurate.
 - b. Board memos and materials include referenced materials.
 - c. Include/Reference the strategic plan initiative and any policies related to the agenda item within the memos.
 - d. The board packets contain all relevant information, and not extraneous information. An example is when discussing pricing, the financial results for the venue/program/services should be included; when discussing the one-year budget, the 5-year CIP plan may not be necessary.
 - e. Success is measured by fewer questions related to packet materials, fewer corrections needed to materials contained in the packet and fewer additional materials provided at the meeting.
2. Meeting minutes, when updated by the Board of Trustees, should be posted on the public facing website within 5-business days.
3. Provide a long-range calendar that includes:
 - a. All contracts/MOU's to be reviewed by the Board of Trustees on an annual/periodic basis
 - b. Seasonal reports on employee hiring, retention, and satisfaction survey results

General Manager/District Goals (these are not operational goals such as maintaining our facilities, which is critically important and an understood expectation):

1. Ensure compliance with District Policies, Practices, Ordinances and Resolutions.
 - a. If policies (inclusive of the list above) need to be revised or retired, it is the responsibility of the General Manager (GM) to place it on an agenda for the Board of Trustees for action.
2. Embark on the replacement of the effluent pipeline project with a clearly defined funding model through the project's completion.
3. Embark on the WRRF Pond 1 effluent holding pond alternative implementation.
4. Complete any action required for the emergency use of the Lakeshore raw sewage holding pond.
5. Provide the Board of Trustees the following related to the Recreation Center expansion project:
 - a. Implementation plan including the project schedule
 - b. List of potential programming expansions with pricing and cost information
 - c. The anticipated budget for on-going operational and capital maintenance costs

6. Provide the Board a draft schedule and preliminary budget for the implementation of the updated Diamond Peak master plan.
7. Provide the Board an implementation plan and budget for the creation of a new dog park. This should include the anticipated budget for on-going operational and capital maintenance costs.
8. Provide the Board with options and cost estimates for improvement of the beach ingress/egress.
9. Complete projects identified and approved for 2023 in the 5-year CIP/Maintenance plans. Below is a list of the significant projects identified to be completed:
 - a. The utility infrastructure master plan with budgetary refinements, as needed.
 - b. Watermain replacement – Crystal Peak
 - c. Sewer Pump Station #1 Improvements
 - d. Mountain Cart Path Phase II
 - e. Diamond Peak RFID Gantries
10. While important, it appears this list of goals may be too demanding to add in the planning for a new Incline Beach house. It is a priority, however given the importance of the items above, it may not be realistic in this fiscal year.
11. Refine and improve the internal controls.
12. Further refine, if necessary, Ordinance 7 and implement potential procedural changes.
13. Produce the ACFR without auditor identified material weaknesses and prior period adjustments.
14. Formulate a recommendation to the Board related to punch cards.
15. Implement Board communications to the community on actions taken at meetings.

GM Proposed Goals - FY 2022-23

See Kendra Wong's recommendations under item #7

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Trustee Kendra Wong noted: I would strongly suggest identifying a consultant to lead the new board through a strategic planning process in the second half of 2023 to start setting priorities for the 2023-2024 budget cycle.

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